PROPOSED

MEMORANDUM FOR: Members of the NSCIC Working Group

SUBJECT: Program of Work

1. The President's memorandum of 5 November 1971, "Organization and Management of the U.S. Foreign Intelligence Community," assigns two primary responsibilities to the NSCIC. These responsibilities, which must be the core around which the Working Group program is built, are to:

    a. "Give direction and guidance on national substantive intelligence needs," and

    b. "Provide a continuing evaluation of intelligence products from the viewpoint of the intelligence consumer."

2. As a means of formulating direction and guidance on national substantive intelligence needs for issuance by the NSCIC, the following projects are proposed:

    a. Key Intelligence Questions for FY 1975 and Later

        (1) By no later than 1 April each year the Working Group will prepare and submit to the NSCIC an updated set of "Key Intelligence Questions"(KIQs), to be issued by the NSCIC as guidance to the intelligence community for the coming year as to the substantive matters considered by the NSCIC to be of greatest near-term importance to the top-level consumers of national intelligence. The listing should include: (a) new key intelligence questions; (b) continuing key intelligence questions; and (c) key intelligence questions which have been satisfied during the prior period and can be removed from the active list. This project will represent a continuation of an effort initiated in August 1973 by the DCI to develop comparable guidance for FY 1974.

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(2) The NSCIC list of key intelligence questions will assist each USIB participant in determining focal points for the efforts of his organization. By assigning responsibilities for responding to particular questions to specific intelligence organizations, the DCI will be provided a basis for assessing the performance of the various elements of the intelligence community in responding to the highest priority near-term needs of policy levels of the government.

(3) The responses to the questions will not be in the form of estimates, and will not substitute for NIEs or NSSM inputs. Instead, the responses will summarize the status of intelligence community knowledge of the subject to which the question applies, identify the important information gaps or analytical shortfalls, and propose a collection strategy for acquiring the data needed to fill in the information gaps, plus, where applicable, a program for improving analytic efforts.

Key Intelligence Questions for FY 1974

(4) A list of "key intelligence questions" similar in type to those described in paragraph 2.a. above has already been drafted and upon its approval by the DCI, he intends to forward the list to the NSCIC for comment.

(5) In the event the NSCIC Chairman refers the list to the Working Group for recommendation, the group will have a preview of the kind of listing which, under paragraph 2.a. above, the Working Group itself would be charged with originating, starting with the spring of 1974.

b. Intelligence Priorities for Planning

(1) The intelligence community currently identifies the intelligence topics which it must address, and the priority which attaches to each topic by country, worldwide, in the Attachment to DCID 1/2. This listing of intelligence topics and their priorities represents a comprehensive statement of U.S. needs for intelligence information during peacetime and through any period of tension into the onset of hostilities involving the United States, and is intended to serve as basic substantive guidance for planning and programming the overall U.S. foreign positive intelligence effort. The annual revision for the FY 1974-78 period is now in process of final approval. Hereafter, the revisions are to be completed by the first week of January each year.

(2) To date, the response to DCID 1/2 has been handled entirely within the intelligence community and represents an attempt by intelligence officers to identify the substantive needs of their consumers and the priority which attaches to each need. More properly, this should be a function of the intelligence consumers -- for whom the NSCIC is now the spokesman.

(3) It is proposed, therefore, that the NSCIC Working Group accept responsibility for:

(a) Reviewing the new Attachment to DCID 1/2 for FY 1974-78 and submitting recommendations to the NSCIC by no later than 1 December 1973 as to the suitability of this document as a statement of U.S. intelligence priorities for the FY 1975-79 period, along with any specific changes in the wording of intelligence topics and changes in the assigned priorities as the Working Group considers are needed.

(b) Preparing during calendar year 1974 the annual revision of the Attachment to DCID 1/2, with a target date for completion of the coordinated paper no later than 1 December 1974 and dissemination of the document to the intelligence community by the NSCIC no later than the first week of January 1975. This Attachment to DCID 1/2 would apply to FY 1976-80.

3. The proposed program for a continuing evaluation of intelligence products from the viewpoint of the intelligence consumers includes the following projects:

a. Evaluation of specific products

(1) No less frequently than once each quarter, the Working Group would identify the particular product or series of products to be evaluated from the standpoint of responsiveness to expressed or implied consumer needs.

(2) The topic for study could be a single estimate (e.g., NIE 11-3, "Soviet Strategic Defenses"), all production related to a specific problem (e.g., the PRC strategic missile program), or all production on a particular geographic area of concern to the United States (e.g., Chile).

(3) The selection of the particular problem or problems for study would be made by the Working Group on the basis of nominations to the Chairman by members as to matters of current concern at policy levels of the government.

b. Evaluation of types of intelligence products

(1) No less frequently than semi-annually, the Working Group would identify a particular type of intelligence product for assessment on the basis of its overall utility to intelligence consumers.

(2) This assessment would involve consideration of the content of the publications, timeliness of the information, adequacy of the dissemination, appropriateness of the format, pertinence of the content to subject matter of policy or operational concern to the recipients, etc., plus recommendations for improvement.

(3) The type of series to be examined could include current intelligence publications at the national level (e.g., all current intelligence disseminated to the NSC and White House), the adequacy of publications dealing with foreign economic and financial intelligence, the adequacy of military order of battle publications for planning purposes, etc.

(4) Selection of the particular topics for study would be made by the Working Group on the basis of nominations submitted to the Chairman by members as to matters which are or are expected to become of concern at policy and decision levels of the government, particularly in crisis situations.

4. For each project approved by the Working Group for action, the Chairman would designate the member of the group who would have overview of the study.

a. If the member thus designated is other than the DCI representative, it would be expected that the Task Group he forms to accomplish the study would be composed of representatives from offices which are users rather than producers of intelligence in order to provide a direct "consumer" viewpoint.

b. If the DCI representative is designated, it would be expected that the evaluation would be accomplished by the Product Review Group of the DCI's Intelligence Community staff. This would represent an evaluation by intelligence officers who are not involved in the production process itself or assigned to a production organization, but who are also not "consumers".

5. Formulation of recommendations to the NSCIC, based on findings of the Task Group which prepares the study report, would be the responsibility of the Working Group itself.

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6. The program proposed in paragraphs 2 and 3 envisages a minimum of eight Working Group projects per year on a continuing basis. These projects, however, are not intended to represent the entire scope of activities of the Working Group. Each member is invited to propose action projects for consideration at any time and on any subject which he considers within the purview of the group. It is the intention that the group respond actively to the charge which the President laid on the NSCIC and the initiative actions by individual Working Group members can markedly enhance the effectiveness of the group operation.

Chairman

NSCIC Working Group

Chairman:

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